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# Women on the Move

by Kay Eastham  
Women Crown Employees Office

## Career Counselling Assistance

You've been hearing about the Women Crown Employees Office lately and possibly have seen our advertisements and brochures. We felt you might like to know more about our career counselling service and how it could be of assistance to you.

We can provide you with a sense of direction in your career choice. We can assist you in self-assessment which will enable you to identify your career goals. Once identified, you can then lay plans to carry them through.

So many of you who come have need of information that can be acquired through a variety of sources but even the knowledge of these courses seems to be lacking, e.g. up-grading courses. This is a need we are trying to fill.

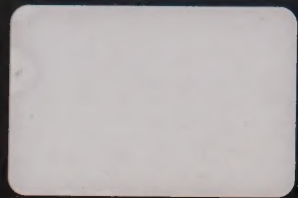
You want to discuss your job problems. Getting things out in the open with an objective listener is the helping relationship that can start things back on the right track.

If it seems to you that those applications and resumes you are sending are just being ignored and you feel your work experience is not taken into account, perhaps you aren't presenting yourself to your best advantage. Then again, you may not be applying for positions for which your training and abilities are best suited. It can be of help to discuss these problems with someone knowledgeable about employment opportunities and procedures in the government.

## Who to Call

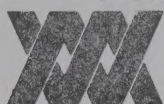
We realize that it is difficult for you to get time off for these interviews. To those supervisors who have given their staff the necessary time to visit our office, we extend our thanks. Our hours on Tuesdays, Thursdays and Fridays are from 9:30 to 5:30 to allow you time to get to our office. Mondays and Wednesdays we'll be here from 8:00 a.m. to 4:00 p.m. and will have noon hour appointments on these two days. Mrs. Ethel Secker is our career counsellor. She can be reached at 965-0564.







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REMARKS BY  
THE HONOURABLE ERIC WINKLER  
CHAIRMAN, MANAGEMENT BOARD OF CABINET

TO A LUNCHEON MEETING  
OF AN  
INTERMINISTERIAL CONFERENCE ON  
AFFIRMATIVE ACTION

ONTARIO ROOM, QUEEN'S PARK  
TORONTO, ONTARIO

1:00 P.M., WEDNESDAY, DECEMBER 4, 1974





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I CAN ASSURE YOU THAT AFFIRMATIVE ACTION ENJOYS THE ENTHUSIASTIC SUPPORT OF SENIOR PEOPLE THROUGHOUT THE GOVERNMENT, INCLUDING THE PREMIER AND THE REST OF US IN CABINET.

BUT I WILL NOT TRY TO TELL YOU THAT YOUR TASK IS THEREFORE AN EASY ONE.

THE EASY PART HAS BEEN OURS, FOR WE HAVE MERELY HANDED DOWN THE DIRECTIVES INSTRUCTING THE APPROPRIATE PEOPLE TO DRAW UP THE RULES AND GUIDELINES AND TO INSTALL

THOSE OF US WHO HAVE BEEN IN GOVERNMENT FOR SOME YEARS HAVE COME TO REGARD INTERMINISTERIAL MEETINGS AS SOMEWHAT ROUTINE.

THE HARD PART OF THE JOB IS YOURS, FOR YOU ARE BUT THIS INTERMINISTERIAL MEETING IS SPECIAL, BECAUSE IT MARKS THE BEGINNING OF AN IMPORTANT NEW PHASE OF OUR AFFIRMATIVE ACTION PROGRAM.

FOR THIS REASON, I FEEL PRIVILEGED TO HAVE BEEN ASKED TO APPEAR HERE AS YOUR LUNCHEON SPEAKER.

SOUND NATURAL AND NORMAL; AGAINST THE LIFELONG EFFECTS OF SEXUAL STEREOTYPING; AGAINST CONSCIOUS BIGOTRY AND UNCONSCIOUS PREJUDICE; AND AGAINST FLAIN, OLD-FASHIONED INTERTIA.





I CAN ASSURE YOU THAT AFFIRMATIVE ACTION ENJOYS THE ENTHUSIASTIC SUPPORT OF SENIOR PEOPLE THROUGHOUT THE GOVERNMENT, INCLUDING THE PREMIER AND THE REST OF US IN CABINET.

BUT I WILL NOT TRY TO TELL YOU THAT YOUR TASK IS THEREFORE AN EASY ONE.

THE EASY PART HAS BEEN OURS, FOR WE HAVE MERELY HANDED DOWN THE DIRECTIVES INSTRUCTING THE APPROPRIATE PEOPLE TO DRAW UP THE RULES AND GUIDELINES AND TO INSTALL THE ADMINISTRATIVE MACHINERY NECESSARY TO MAKE EQUAL OPPORTUNITY A REALISTIC POSSIBILITY.

THE HARD PART OF THE JOB IS YOURS, FOR YOU ARE PRIMARILY THE ONES WHO MUST SEE THAT THE RULES AND GUIDELINES ARE FOLLOWED AND THAT THE ADMINISTRATIVE MACHINERY IS PUT TO USE TO MAKE EQUAL OPPORTUNITY A WORKING REALITY.

TIME AND AGAIN YOU WILL FIND IT A HARD STRUGGLE -- AGAINST CUSTOMS AND TRADITIONS THAT MAKE INEQUALITY SOUND NATURAL AND NORMAL; AGAINST THE LIFELONG EFFECTS OF SEXUAL STEREOTYPING; AGAINST CONSCIOUS BIGOTRY AND UNCONSCIOUS PREJUDICE, AND AGAINST PLAIN, OLD-FASHIONED INERTIA.





AGAINST FORCES LIKE THOSE, HOW CAN YOU HOPE TO WIN?

I HAVE NO CERTAIN ANSWER TO THAT QUESTION, BUT I DO HAVE A FEW SUGGESTIONS TO HELP YOU MAKE YOUR EFFORTS MORE EFFECTIVE AND YOUR WORK LESS DIFFICULT.

I CAN SUM UP THESE THOUGHTS UNDER FOUR HEADINGS -- PERCEPTION, PARTICIPATION, PREVENTION AND PATIENCE.

I USE THE TERM "PERCEPTION" TO MEAN TWO THINGS -- PERCEIVING AND BEING PERCEIVED. I THINK YOU HAVE TO DO BOTH.

SINCE THERE ARE NO SPECIAL ALLOCATIONS OF MONEY TO OPERATE YOUR PROGRAMS, I HOPE YOU WILL USE YOUR SHARPEST PERCEPTION TO IDENTIFY THE RESOURCES AVAILABLE TO YOU WITHIN YOUR OWN MINISTRY OR AGENCY. HERE I'M THINKING OF A WHOLE RANGE OF RESOURCES: OFFICE EQUIPMENT AND SUPPORT SERVICES; TECHNICAL ADVICE, SUCH AS PRINTING; PROFESSIONAL ADVICE, ABOUT PUBLIC RELATIONS OR LEGISLATION, FOR INSTANCE; AND MANAGERIAL ADVICE AND GUIDANCE FROM YOUR OWN SENIOR PEOPLE.





YOU MAY BE SURPRISED TO DISCOVER THE WIDE RANGE OF RESOURCES AVAILABLE TO YOU, SIMPLY FOR THE ASKING.

AT ANOTHER LEVEL OF PERCEPTION, I HOPE YOU WILL KEEP CONSTANTLY AWARE OF WHAT IS HAPPENING -- OR FAILING TO HAPPEN -- WITH YOUR AIMS AND OBJECTIVES. DON'T MISTAKE LIP SERVICE FOR FAIRMINDEDNESS. LEARN TO ASSESS THE EFFECTIVENESS OF YOUR GUIDELINES AS THEY ARE TRANSLATED INTO WORKING PRACTICE. DON'T BE CONTENT MERELY TO SEE YOUR PROGRAM MACHINERY IN MOTION -- MAKE SURE IT'S PRODUCING THE RESULTS YOU EXPECT FROM IT.

AS I HAVE SUGGESTED, YOU AND YOUR PROGRAMS SHOULD ALSO BE PERCEIVED. IN OTHER WORDS, STRIVE FOR IMMEDIATE VISIBILITY. WITH A LITTLE INGENUITY YOU CAN DEVISE SHORT-TERM PROJECTS THAT WILL PRODUCE VISIBLE RESULTS, EVEN WHILE YOUR MAJOR EFFORTS ARE DIRECTED TOWARD LONG-RANGE GOALS.

LET'S NOT MAKE IT POSSIBLE FOR ANYONE TO ASK, SIX MONTHS OR A YEAR FROM NOW, "WHATEVER HAPPENED TO AFFIRMATIVE ACTION?"





AS A FINAL ITEM UNDER "PERCEPTION" I URGE YOU TO REMAIN AWARE, AS BEST YOU CAN, OF ALL THE OTHER THINGS THAT ARE HAPPENING IN YOUR MINISTRY OR AGENCY. READ ALL THE MEMOS AND REPORTS YOU CAN GET YOUR HANDS ON THAT MAY HAVE IMPLICATIONS FOR YOUR PROGRAM. ATTEND MEETINGS WHERE YOU MIGHT LEARN MORE ABOUT NEW OR CONTINUING PROGRAMS. ASK QUESTIONS AND ASSESS THE ANSWERS TO DECIDE HOW THEY MIGHT AFFECT WORK -- OR VICE VERSA.

THIS POINT LEADS ME RIGHT INTO THE SECOND HEADING -- "PARTICIPATION". IN MY VIEW, THIS IS THE MOST IMPORTANT KEY WORD OF ALL. THE SUCCESS OF YOUR PROGRAM DEPENDS IN LARGE MEASURE ON THE EXTENT TO WHICH YOU INVOLVE OTHERS IN YOUR PROGRAM, AND THE EXTENT TO WHICH YOU INTEGRATE YOURSELF INTO YOUR MINISTRY'S OPERATIONS.

NO PROGRAM OF AFFIRMATIVE ACTION HAS MUCH HOPE FOR SUCCESS IF IT IS CONCEIVED AND IMPLEMENTED WAY OFF IN A CORNER SOMEWHERE, REMOTE FROM YOUR OPERATING BRANCHES. LOCATE YOURSELF RIGHT IN THE THICK OF THINGS, AND ENCOURAGE OTHERS TO ACCEPT YOU AS PART OF THE WORKING TEAM. THE NEWLY APPOINTED WOMEN'S CO-ORDINATOR IN TREASURY, ECONOMICS AND INTERGOVERNMENTAL AFFAIRS IS OFF TO A GOOD START: SHE HAS AN OFFICE JUST DOWN THE AISLE FROM THE TREASURER'S OFFICE -- AMONG THE SEVENTH-FLOOR PEOPLE WHO KEEP ABREAST OF POLICY AND KEEP IN TOUCH WITH THE DAY-TO-DAY OPERATIONS OF THE MINISTRY.





SUCH DIRECT INVOLVEMENT WILL MAKE IT EASIER FOR ANY OF YOU TO INVOLVE OTHERS IN YOUR PROGRAM -- TO CONTRIBUTE THE IDEAS, ADVICE AND REACTIONS THAT WILL HELP YOU FASHION PROJECTS AND PROGRAMS THAT ARE REALISTIC, RELEVANT -- AND ACCEPTABLE TO ALL INVOLVED. IT'S A GOOD WAY TO AVOID THE IVORY-TOWER THEORIZING AND THE UNREALISTIC EXTREMISM WHICH, IN THE LONG RUN, COULD SERIOUSLY IMPAIR YOUR PROGRESS.

YOUR PARTICIPATION AS A MEMBER OF THE TEAM WILL ALSO ENABLE YOU TO BEGIN DEVELOPING YOUR PROGRAM FROM THE RIGHT LEVEL ON THE MANAGEMENT SCALE -- THAT IS, FROM LINE MANAGEMENT ON UP, RATHER THAN RELYING ON DIRECTION IMPOSED FROM THE TOP DOWN. ALWAYS REMEMBER THAT PEOPLE ARE FAR MORE INCLINED TO ACCEPT ANY NEW WAY OF DOING THINGS IF THEY HAVE BEEN IN ON THE ARRANGEMENTS FROM THE OUTSET.

WHICH BRINGS US TO ITEM 3: "PREVENTION".

BY "PREVENTION" I MEAN JUST WHAT THE OLD ADAGE SAYS ABOUT AN OUNCE OF PREVENTION BEING WORTH A POUND OF CURE.



TO USE A VERY PRACTICAL EXAMPLE OF WHAT I MEAN:  
YOU CAN DO YOURSELF AND YOUR MINISTRY A GREAT SERVICE BY  
BEING AWARE OF ANY NEW PROGRAM AND BECOMING INVOLVED IN  
IT AT ITS EARLIEST STAGE, WHEN IT'S STILL EASY TO MAKE SURE  
THAT THE PROGRAM'S DESIGN WILL BE IN HARMONY WITH AFFIRMATIVE  
ACTION.

OR, TO USE A BLUNT EXAMPLE: THE BEST TIME TO  
CHECK ON THE MALE-FEMALE MAKEUP OF A NEW COMMITTEE IS WHILE  
THE COMMITTEE IS BEING FORMED -- NOT THREE MONTHS LATER.

THAT'S ONE IMMEDIATE AND OBVIOUS FORM OF PREVENTION  
WHICH SHOULD BE ONE OF YOUR EVERYDAY CONCERNS.

ALSO UNDER THE HEADING OF "PREVENTION" I WOULD  
WRITE THE WORD "BACKLASH".





I FEEL SURE THERE ARE SOME PEOPLE IN THE GOVERNMENT -- WOMEN AS WELL AS MEN -- WHO EQUATE AFFIRMATIVE ACTION WITH WOMEN'S LIB IN ALL ITS EXTREMES. THERE IS ALWAYS A DANGER OF BACKLASH FROM THESE PEOPLE. ESPECIALLY SINCE SOME CABINET MINISTERS HAVE ALREADY SAID THAT IF WE ARE TO RECTIFY THE UNFAIRNESS THAT HAS EXISTED FOR SO LONG, WE MUST ALL BEND OVER BACKWARDS FOR A WHILE TO ENSURE THAT THERE WILL TRULY BE EQUAL OPPORTUNITY FOR BOTH SEXES. THIS STANCE WILL MAKE IT EASY FOR CRITICS OF AFFIRMATIVE ACTION TO DECLARE THAT THE WHOLE PROGRAM HAS GONE TOO FAR.

I SUGGEST TO YOU THAT YOU CAN PREVENT SUCH BACKLASH IF, ONCE AGAIN, YOU WORK HARD AT INVOLVING AS MANY PEOPLE AS POSSIBLE IN THE PLANNING AND IMPLEMENTATION OF YOUR PROGRAMS. IN MY VIEW, THAT'S THE BEST WAY TO QUIET MANY POTENTIAL CRITICS, WHO ARE LESS LIKELY TO SPEAK UP IF THEY FEEL THE GREAT MAJORITY OF THEIR COLLEAGUES WOULD DISAGREE WITH THEM.

THE FINAL WORD ON MY LIST IS "PATIENCE".

IN SPITE OF WHAT I SAID EARLIER ABOUT DEVISING SOME PROJECTS THAT ARE IMMEDIATELY VISIBLE, I URGE YOU TO BE PATIENT ABOUT REACHING YOUR LONG-TERM GOALS. DON'T PUSH FOR THE INSTANT RESULTS THAT PRODUCE CHEAP REACTIONS LIKE LIP SERVICE AND TOKENISM. STRIVE INSTEAD FOR THE SOLID, STEADY PROGRESS THAT LEADS TO THE TRUE REFORM THAT WILL MEAN EQUAL OPPORTUNITY.





BE PATIENT WITH THOSE AROUND YOU WHO DO NOT GIVE AFFIRMATIVE ACTION TOP PRIORITY ON THEIR LIST OF CONCERNS. THERE ARE TENS OF THOUSANDS OF PEOPLE WHOSE SUCCESS IN THEIR CAREERS DEPENDS ON THE SUCCESS OF THEIR PROGRAMS, AND ONE CANNOT BLAME THEM IF THEY OFTEN PUT THESE INTERESTS AHEAD OF YOURS. SOMETIMES THEIR PROGRAMS WILL CAPTURE TIME, ATTENTION AND RESOURCES THAT YOU BELIEVE SHOULD BE ALLOTTED TO YOUR PROGRAM. WHEN THAT HAPPENS, YOU MUST APPLY BOTH PATIENCE AND PERSEVERENCE AS YOU DECIDE WHETHER IT'S BEST TO STAND FIRM OR BETTER TO GIVE GROUND.

FINALLY, I URGE YOU TO BE PATIENT WITH THAT HUGE ADMINISTRATIVE MACHINE WE CALL THE ONTARIO GOVERNMENT. ALWAYS REMEMBER THAT WHILE IT GRINDS EXCEEDINGLY SLOW IT ALSO GRINDS EXCEEDINGLY FINE, AND WHAT IT EVENTUALLY PRODUCES ON YOUR BEHALF CAN HAVE EFFECTS THAT ARE BOTH FAR-REACHING AND LONG-LASTING.

THAT EXHAUSTS MY LIST OF SUGGESTIONS UNDER THE FOUR HEADINGS -- PERCEPTION, PARTICIPATION, PREVENTION AND PATIENCE -- TO WHICH I HOPE YOU MIGHT BE WILLING TO ADD A VERDICT LIKE "PRACTICALLY PAINLESS".



AT THE BEGINNING OF THESE REMARKS, I DESCRIBED  
THIS CONFERENCE HERE TODAY AS SOMETHING SPECIAL.

THAT WAS MORE THAN JUST A POLITE WAY OF GETTING  
INTO MY SPEECH. I AM CONVINCED THAT OCCASIONS LIKE  
THIS ONE WILL MARK 1974 AS AN IMPORTANT YEAR IN THE  
PROGRESS TOWARD FULL EQUALITY AMONG THE WOMEN AND MEN  
OF THE ONTARIO PUBLIC SERVICE.

LET ME SAY THAT I SHARE THE PRIDE YOU MUST FEEL  
IN PLAYING A PART IN THAT PROGRESS, AND THAT I WISH  
YOU EVERY SUCCESS IN YOUR WORK.

\* \* \*









